Crime Prevention and Problem Solving

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College of Policing – Vulnerability Conference 2016
Crime Prevention and Problem Solving - The journey so far

Preventing Crime the first Principle of Sir Robert Peel (1829):-

- The basic mission for which the police exist is to prevent crime and disorder (1st Principle)
- The test of police efficiency is the absence of crime and disorder not the visible evidence of police action in dealing with it (9th Principle)


- Labour Government – College functions to Regional Offices and College of Policing
- Crime Reduction Website – 2010 Coalition Government

Goldstein and Tilley – Problem Solving (and awards)
Recent prevention related activity…

Last two years:

- HMIC ‘Core Business’ – bring prevention back up the agenda
- Conservative manifesto (and HO activity) – looking to develop a crime prevention strategy
- Policing focuses on demand meets austerity – in many guises
STATEMENTS ABOUT DEMAND ON POLICING

Incoming demand

On a typical day in a typical force...

- There is approximately one officer on duty for every 1,771 people living in the force and 2
- Police officers are deployed for 3 arrests
- Officers will make 3 arrests, 1 of those arrests will be for sexual offences

Ongoing demand

In addition to reacting to calls for service from the public, on a typical day the police will also be undertaking proactive work to safeguard the public including:

- Supporting 2,750 families enrolled in troubled families programmes
- Supporting approximately 1,500 victims and missed offenders under Multi-Agency Public Protection Arrangements
- In partnership with other local bodies
- They will issue 104 warnings, 3 Penalty Notices for Disorder and 3 Cannabis Warnings

- Approximately 339,999 calls are received
- Approximately 799 incidents are recorded
- About 10,000 children and young people subject to a Child Protection Plan
- MAPPA Managing approximately 3,189 violent and sex offenders

As well as dealing with crime, officers will:

- Undertaking just under 2,000 domestic abuse assessment visits to dwelling (including 22,000 at mandatory risk
assessment conferences)
- Supporting 3,000 families, children and young people

Deal with 103 ASB incidents

- Attend 37 road traffic collisions where there were casualties and undertake breath tests
- Carry out 12 stop and searches of those in cars are drugs related
- Of the 37 stop and searches that will result in an arrest

Different forces experience different levels of demand - more than 50% of all recorded crime occurs in urban, or mostly urban, forces.

1. Typical demand has been estimated based on the total from the force with the median figure for each measure. Where estimates have been calculated per officer they are based on the number of officers in the median force.
2. Using the estimate from the Home Office in Austerity report that 92% of officers will be on the frontline by March 2015 - and dividing by 3 as a proxy for shifts.
3. Each stop and search is estimated to take 15 minutes a go, estimate but no source to complete - that's 555 minutes (or 9.5hrs) per day.
4. Based on estimates from 4 forces that 2% of incidents are associated with people with mental health issues.
Responses - National Policing Crime Prevention Strategy

• Endorsed by NPCC in October 2015

• Intended outcomes of the strategy:
  • Fewer offences
  • Fewer victims
  • Less demand on policing

• Key messages:
  • Take prevention into areas of high demand (eg, cyber, safeguarding)… More than ‘locks, nuts, bolts’
  • Achieved by mainstreaming preventive policing and partnership based problem solving.
  • The strategy is a framework rather than a dictat
  • Seeks cultural change… and doesn’t need to start from scratch
### National Policing Crime Prevention Strategy

- Fewer victims, fewer offences, and less demand on policing

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**What we will achieve - Outcomes**

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Description</th>
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<tbody>
<tr>
<td>O1</td>
<td>Effective outcomes via problem solving.</td>
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<tr>
<td>O2</td>
<td>Reduced victimisation.</td>
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<tr>
<td>O3</td>
<td>Reduced Offending.</td>
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<tr>
<td>O4</td>
<td>Cultural change.</td>
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**What we need to be good at – Core Deliverables**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Description</th>
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<tbody>
<tr>
<td>CD1</td>
<td>Reducing Demand - Through Effective, sustainable problem solving.</td>
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<tr>
<td>CD2</td>
<td>Primary Crime Prevention.</td>
</tr>
<tr>
<td>CD3</td>
<td>Secondary Crime Prevention.</td>
</tr>
<tr>
<td>CD4</td>
<td>Tertiary Crime Prevention – Managing those who pose most risk.</td>
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**What will help us to do it - Enabling Factors**

<table>
<thead>
<tr>
<th>Factor</th>
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</thead>
<tbody>
<tr>
<td>EF1</td>
<td>Strong and Imaginative Leadership.</td>
</tr>
<tr>
<td>EF2</td>
<td>Manage Knowledge and Disseminate What Works.</td>
</tr>
<tr>
<td>EF3</td>
<td>Working Together - With a wide range of partners.</td>
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**How we will align our Resources national - regional - local - personal responsibility**

<table>
<thead>
<tr>
<th>Resource</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>R1</td>
<td>Strategic Governance.</td>
</tr>
<tr>
<td>R2</td>
<td>Staff.</td>
</tr>
</tbody>
</table>

**Use of resources -**

<table>
<thead>
<tr>
<th>Use</th>
<th>Description</th>
</tr>
</thead>
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<tr>
<td>VFM1</td>
<td>Use of Resources – Value for money and Reducing Demand.</td>
</tr>
<tr>
<td>VFM2</td>
<td>Managing Performance.</td>
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</table>
Modern Crime Prevention Strategy
Home Office: March 2016

Six drivers:

• Opportunity
• Character
• Effectiveness of Criminal Justice
• Profit
• Drugs
• Alcohol
Tools and Techniques – Problem Analysis Triangle (PAT)

Super Controller
Guardian  Victim

Location
Manager
Super Controller

Super Controller
Offender  Handler
Tools and Techniques - SARA

SCANNING

ANALYSIS

RESPONSE

ASSESSMENT
Exercise

The Problem:

What do new joiners to the police (eg, via the HLA) need to know about vulnerability?

Reflections/Questions:

Where can staff find relevant information? How can they access it? What is it?

How should/do staff approach problem solving?

What are the blockers / enablers to problem solving in your organisation?
The Evidence Base for Problem Solving

- Problem solving – subject to systematic review and shown to be an effective policing strategy
- Key factors:
  - SARA
  - Effective implementation/strategic buy in:
    - Encouraging creativity
    - Working in partnership
    - Ensuring effective assessment takes place
    - Providing sufficient and proper training at the right levels
    - Giving officers/staff time and support to problem solve properly.
    - Providing suitable resources for collecting, compiling, analysing and disseminating data
What next?

Police Transformation Fund Bid:

- Learn from forces who are good at problem solving… What are they doing? What processes/systems/structures do they have in place? Is it transferable to other forces and organisations?
- Products and platforms – What type of products are needed? And how should they be accessed (eg, for different people in policing, partners, the public?)
- Identify and develop ‘baseline’ best practice… What are the building blocks for prevention and problem solving?
- Standards – Informing training at levels, eg, from Higher Level Apprenticeships (HLA) for new joiners through to Strategic Command Course… and across disciplines in policing. Policy requirements?
- Awards – incentivising and recognising good practice in problem solving.
Become a Problem Solving Crime Analyst

In 55 small steps

Prepare yourself
1. Read this first
2. Rethink your job
3. Be the local crime expert
4. Know the limits of conventional policing

Learn about problem-oriented policing
5. Become a POP expert
6. Be true to POP
7. Be very crime specific
8. Be guided by SARA – but not led astray!

Study environmental criminology
9. Use the crime triangle
10. Never forget opportunity makes the thief
11. Always ‘think thief’
12. Expect offenders to react negatively
13. Don’t be ground down by the displacement pessimists
14. Expect diffusion of benefits

Scan for crime problems
15. Say Cheers! when defining a problem
16. Know what kind of problem you have
17. Study the journey to crime
18. Know how hot spots develop
19. Learn if the 80–20 rule applies

Analyse in depth
20. Formulate hypotheses
21. Diagnose your hot spot
22. Know when to use high-definition maps
23. Pay attention to daily and weekly rhythms
24. Take account of long-term change
25. Know how to use rates and denominators
26. Identify risky facilities

27. Be ready for repeat victimisation
28. Consider repeat offending
29. Know which products are CRAVED by thieves
30. Look for crime facilitators
31. Check you have answered the five ‘W’ (and one ‘H’) questions

Find a practical response
32. Accept your key role at response
33. Increase the effort of crime
34. Increase the risks of crime
35. Reduce the rewards of crime
36. Reduce provocations
37. Remove excuses for crime
38. Find the owner of the problem
39. Choose responses likely to be implemented

Assess the impact
40. Conduct a process evaluation
41. Know how to use controls
42. Consider geographical and temporal displacement
43. Examine displacement to other targets, tactics and crime types
44. Watch for other offenders moving in
45. Be alert to unexpected benefits
46. Expect premature falls in crime
47. Test for significance
48. Calculate costs

Communicate effectively
49. Tell a clear story
50. Make clear maps
51. Use simple tables
52. Use simple figures
53. Design powerful presentations
54. Become a good presenter
55. Develop a comprehensive scheme
<table>
<thead>
<tr>
<th>Orientation</th>
<th>Oriented Policing</th>
<th>Community Policing</th>
<th>Intelligence-Led Policing</th>
<th>Windows Policing</th>
<th>CompStat</th>
<th>Hot Spots Policing</th>
<th>Based Policing</th>
<th>Reassurance Policing</th>
<th>Professional Policing</th>
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<tbody>
<tr>
<td><strong>Primary emphasis</strong></td>
<td>Improving responses to public-safety problems falling within police mandate</td>
<td>Engaging the community in the policing process</td>
<td>Reducing crime, primarily of organized crime networks, through intelligence gathering,</td>
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<td>and sharing</td>
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<tr>
<td><strong>When police and community collaborate</strong></td>
<td>Determined on a problem-by-problem basis</td>
<td>Always or nearly always</td>
<td>To identify community concerns</td>
<td></td>
<td></td>
<td>Not an explicit priority</td>
<td>Not an explicit priority</td>
<td>Not an explicit priority</td>
<td>In the course of collating crime investigations</td>
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<tr>
<td><strong>Emphasis on problem analysis</strong></td>
<td>Highest priority given to thorough analysis</td>
<td>Encouraged, but less important than community collaboration</td>
<td>Not an explicit priority</td>
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<td>Necessary to identify local issues, which are often unreported to the police</td>
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<tr>
<td><strong>Preference for responses</strong></td>
<td>Strong preference that alternatives to criminal law enforcement be explored and that preventive responses be preferred over reactive ones</td>
<td>Preference for collaborative responses with community</td>
<td>Preference for formal and informal enforcement of social norms and rules</td>
<td>Preference for intensive police presence and enforcement</td>
<td>Preference for responses that are scientifically proven effective</td>
<td>Strong preference for collaboration with community and &quot;signal crimes&quot; (i.e., nuisance, damage, graffiti, that create public fear)</td>
<td>Preference for random preventive patrol, rapid response to calls for service, and criminal investigations, all to identify and apprehend or deter offenders</td>
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<tr>
<td><strong>Role for police in organizing and mobilizing community</strong></td>
<td>Advocated only if warranted within the context of the specific problem being addressed</td>
<td>Not an explicit priority</td>
<td>Enhanced strong role for police where community organization is weak</td>
<td>Not an explicit priority</td>
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<td><strong>Importance of geographic decentralization of police and continuity of officer assignment to community</strong></td>
<td>Preferred, but not essential</td>
<td>Not an explicit priority</td>
<td>Important so officers know what local community norms to enforce</td>
<td>Not an explicit priority</td>
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<td>Decentralization important to provide leadership at neighborhood level</td>
<td>Preference for centralized control of pre-arranged operations, rotating shifts, to reduce corruption risks</td>
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